

Modern Slavery Statement

SUEZ IN ANZ 2025



Acknowledgement Of Country

At SUEZ in Australia and New Zealand, we acknowledge the Traditional Custodians of the lands and waters across Australia, and we recognise their enduring connection to country, community, and culture.

We honour First Nations Peoples for their care of the environment over countless generations, a connection to resources and to life that inspires our own work to protect and sustain water, land and ecosystems for future generations.

We pay our deepest respects to Elders past and present, and we commit to listening, learning, and walking together towards a future that is more connected and sustainable for everyone.



About this Statement and Approval

This modern slavery statement (Statement) is made in compliance with the Modern Slavery Act 2018 (Cth) (Act) as a joint statement for the following reporting entities:

1. SUEZ ANZ HOLDINGS PTY LTD
ACN 653 823 726
2. SUEZ WATER PTY LTD
ACN 051 950 068
3. LYONNAISE (PROSPECT) PTY LTD
ACN 058 521 630
4. SUEZ WATER (PROSPECT) HOLDINGS PTY LTD
ACN 154 816 181

This statement has been prepared for the calendar year ended 31 December 2025 and has been approved by the Board of SUEZ ANZ Holdings Pty Ltd and SUEZ Water Pty Ltd as the principal governing body, together with the Chief Executive Officer of SUEZ in Australia and New Zealand (SUEZ in ANZ).



Kevin Werksman
Chief Executive Officer

12/08/26

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About SUEZ in Australia and New Zealand

Our Structure

We are proud to be part of the global SUEZ Group - a company with more than 160 years of experience delivering essential water and environmental services around the world. Operating in more than 40 countries, the Group brings together expertise, innovation and a shared commitment to protecting vital resources and strengthening communities.

SUEZ Group is supported by a consortium of strong, purpose-driven shareholders who believe in sustainable infrastructure and long-term value creation:



19%

Caisse des Dépôts

A French public financial institution investing in community-focused and environmental projects.

39%

Global Infrastructure Partners

A leading independent fund manager specialising in essential sectors like water, transport and energy.

39%

Meridiam

A global investment fund committed to creating sustainable infrastructure and improving quality of life.

3%

Go SUEZ 2022

An employee shareholding initiative, demonstrating our strong internal culture and commitment to collective success.

This backing allows us to operate with independence, ambition and a focus on delivering practical, future-ready solutions for the communities we serve.

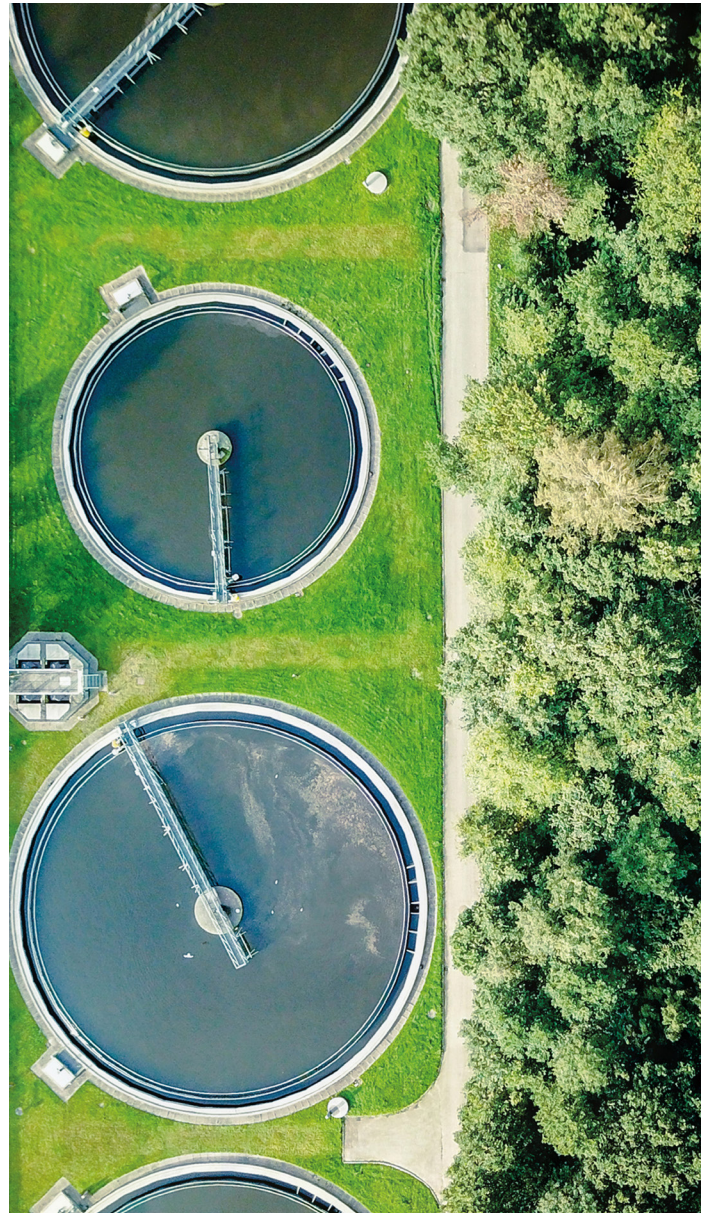
Here in Australia and New Zealand, we combine global strength with strong local partnerships. Our promise of Connecting to Create a Better Future drives everything we do - from managing critical infrastructure to helping lead the transition to a more circular, sustainable economy.

Our Services

We work across the entire lifecycle of an asset - from design, procurement and engineering to construction, operations and maintenance – we know and understand the whole water cycle value chain.

Our services cover the full spectrum of water, wastewater and resource recovery needs:

- **Supplying safe drinking water** for healthy communities through high-performance treatment facilities and network management.
- Driving performance in **seawater desalination**, securing vital drinking water supplies even in times of drought.
- Building trust in **water reuse**, with advanced wastewater recycling and tailored reuse programs for local councils, industries and communities.
- Recovering critical resources through circular **biofactories and biosolids management**, helping to close resource loops and reduce waste.
- Improving **water network management** with ice pigging, real-time monitoring, leak detection, smart metering and predictive asset optimisation.
- Adopting **automation and digitalisation** across operations to improve efficiency, resilience and service reliability.
- **Protecting communities against emerging pollutants**, with best-in-class treatment of PFAS, microplastics and other contaminants.



Our Operations

With more than 40 years of experience in Australia and New Zealand, we operate some of the region's most critical water and resource assets.

Based on available HR data, SUEZ in ANZ had 357 SUEZ employees in Australia as at 31 December 2025, excluding Watersure, New Zealand and external workers. Our local team is embedded in the cities, regions and communities where we work, delivering safe, reliable and sustainable services every day.

We manage seawater desalination plants, water treatment plants, smart water networks, resource recovery facilities and biosolids solutions that strengthen community resilience and environmental outcomes.

SUEZ in ANZ Facilities Map



H Head Office

01 Prospect Water Filtration Plant

02 Victorian Desalination Project

03 Boneo Water Recycling Plant

04 Adelaide Service Delivery

05 Perth Seawater Desalination Plant

06 Gisborne Recycled Water Plant

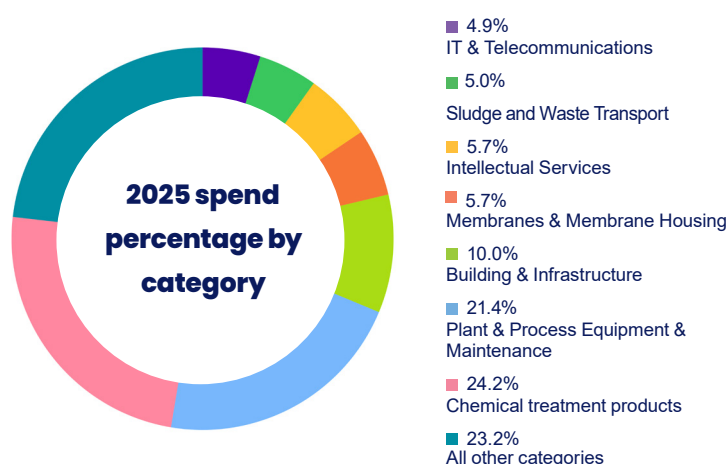
07 Goulburn Valley Water

SUEZ in ANZ

Supply Chain

In 2025, we engaged 1,100 unique suppliers and had total supplier spend of AUD \$128,440,027 for the period 1 January to 31 December 2025.

The chart below illustrates the percentage of total supplier spend by category.



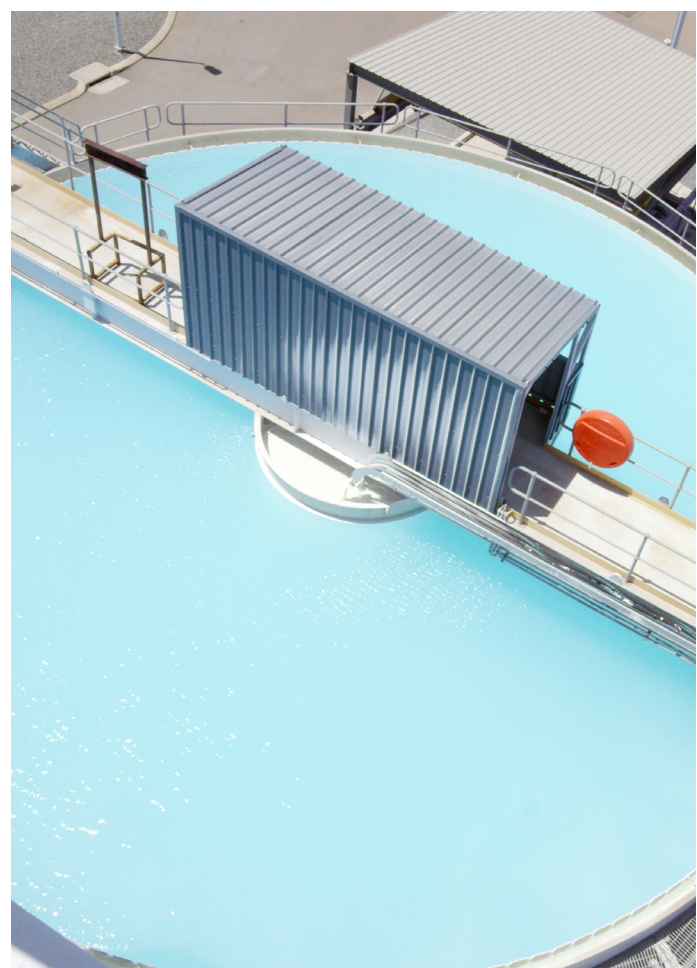
Our supply chain encompasses a diverse range of suppliers and subcontractors, including:

1. **Chemical and Treatment Product Suppliers:** We require essential chemicals and products for water and wastewater treatment processes.
2. **Consulting Services:** when additional expertise is required in engineering, environmental management, and other specialised areas.
3. **Plant Equipment Providers:** supplying machinery and equipment necessary for the operation of treatment facilities.
4. **Site Maintenance Services:** to ensure the upkeep and functionality of operational sites.

At SUEZ in ANZ, we expect all entities in our supply chain to conduct their activities in accordance with the Modern Slavery Act 2018 (Cth) and our template contracts used to engage our subcontractors and suppliers reflect this requirement.

Most of our suppliers are in Australia, which greatly contributes to a lower overall modern slavery risk profile across our supplier base.

During 2025, Procurement identified **129 suppliers** categorised as 'Global', reflecting more complex supply chains and higher inherent modern slavery exposure. These suppliers remain subject to standard contractual modern slavery controls and supplier qualification processes at onboarding.



SUEZ in ANZ

Modern Slavery Risks

As a result of our risk analysis, we have identified the following potential for modern slavery risks in our supply chain:



LABOUR

Labour in the construction industry is often outsourced to third-party contractors, with a significant portion of the workforce made up of foreign workers on temporary visas. Due to the short-term nature of projects, these workers may face greater vulnerability to exploitative practices, particularly where language barriers, limited local experience, or lack of awareness of workplace rights exist.



PPE & WORKWEAR

Supply chains for personal protective equipment and workwear are exposed to potential modern slavery risks, particularly where raw materials like cotton, polyester and rubber are sourced from high-risk regions with documented forced labour concerns. Clothing production often takes place in low-cost manufacturing hubs, where poor working conditions, child labour and wage exploitation can occur. Extensive subcontracting across apparel supply chains can also make it difficult to maintain transparency and oversight of labour practices.



CLEANING SERVICES

The cleaning sector often relies on a high proportion of migrant workers, some of whom may face barriers to understanding their rights and protections under Australian law, increasing their potential vulnerability to exploitation.



IT HARDWARE

The extraction of raw materials used in IT hardware, such as rare earth metals and minerals, is linked to forced labour and child labour risks in some mining regions. Electronics manufacturing often occurs in countries where labour standards are lower or inconsistently enforced, increasing the potential for exploitative working conditions.



CHEMICAL AND EQUIPMENT

The supply chains for water treatment chemicals, pumps, valves and electronic components can extend into countries where labour protections and regulatory standards are less stringent. For example, the mining and processing of chemicals such as fluoride often occurs in higher-risk geographies, increasing the potential for exploitative labour practices.

SUEZ in ANZ

Risk Assessment, Mitigation and Remediation of Modern Slavery Risk

Our governance mechanisms inform our approach to risk assessment and mitigation of modern slavery risk.

The policies, frameworks, commitments and targets described below are established by SUEZ Group and apply to, or inform, SUEZ in ANZ. They are not separate SUEZ in ANZ commitments or targets.

We use the SUEZ Ethics Charter as a SUEZ Group standard applied within SUEZ in ANZ, setting the minimum expectations for safe work practices, ethical behaviour, and compliance with laws and regulations across all our operations.

Our commitment is further strengthened by SUEZ Group's membership in the United Nations Global Compact, reinforcing our alignment with internationally recognised principles on human rights, labour, environment and anti-corruption.

We implement and integrate the Ethics Charter through the governance mechanisms of SUEZ Group, providing a strong framework to support how we manage modern slavery risk, as described below.



Objective: Group Vigilance Plan

In 2023, SUEZ Group published the new vigilance plan covering the activities of all its subsidiaries. The Plan helps identify and prevent the risks of negative impacts on people and the environment that would result from the activities of the SUEZ Group, its subcontractors and suppliers.

The Group Vigilance Plan provides an effective mechanism to conduct risk assessments and is reviewed annually. The list of risks has been drawn up in line with the United Nations Guiding Principles Reporting Framework and adapted to our specific activities:

Source of Commitments from SUEZ Group

The SUEZ Group policies and frameworks are informed by internationally recognised human rights and labour standards, including the Universal Declaration of Human Rights, International Labour Organization conventions, the United Nations Guiding Principles on Business and Human Rights and the United Nations Global Compact.



Objective: SUEZ Group Ethics Charter

Sets the minimum standard of behaviour to ensure we work safely, behave ethically and abide by laws and regulations when performing our work and operating our business.

Objective: SUEZ Group Practical Guide 'Ethics in commercial relations'

Our Leadership Model defines the behaviours we expect across all operations and levels of our business. It places clear accountability on our leaders to deliver not only strong operational outcomes, but also to uphold environmental, social and governance (ESG) standards in everything we do.

Objective: SUEZ Group Human Rights Policy

Our Sustainable Development Roadmap sets out the social and environmental priorities that guide our actions. We believe that building and sustaining an ethical culture is essential to our long-term growth and resilience. To support this, we have established a dedicated policy to share our principles, reference frameworks and governance standards with all stakeholders - empowering everyone to play their part in protecting and promoting basic human rights.

Objective: Corporate Social Responsibility

The [SUEZ Group Sustainable Development Roadmap](#) is built around three strategic levers and eight clear commitments, providing a structured framework for how we create environmental, social and economic value. This approach guides our actions, helping us deliver practical, measurable outcomes across every part of our business.

The commitments and targets below are SUEZ Group commitments and targets. They are not separate commitments or targets adopted by SUEZ in ANZ.

Commitments	Indicators	Targets
01 Enforce basic rights among our value chain	# of basic rights infringements	0.00 from 2025
	# of corruption cases	
	% of FTEs covered by a social dialogue mechanism	> 92 by 2027
	% of at-risk suppliers monitored	100 % by 2027
02 Make Health & Safety our top priority each and every day	Frequency rate	0.00 from 2025
	Severity rate	0.00 from 2025
03 Upskill our teams	% of people trained in the workforce per year	80 % from 2025
04 Promote equal opportunities	% of FTEs in the workforce of people with disabilities (Global)	> 4 % by 2027
05 Eliminate the gender gap	% of women in management positions	> 40 % by 2027
	Global gender pay gap (Global)	> 85 by 2027
06 Foster collective engagement	% of Employees' shareholding	10 % by 2029
	# of hours of voluntary work from SUEZ employees with local associations/causes	0 in 2025
	Engagement rate (Pulse)	+10 vs benchmark from 2025
	Net promoter score	Same as 2023
07 Support access to basic services in most critical situations	% of customers (water and sanitation services) covered by a solidarity mechanism	100% of new contracts covered ^[3] from 2025
	% of water distribution contracts 'profiled' towards water poverty (ie. mapping of areas at risk regarding availability, accessibility or affordability of services)	100 % by 2027
08 Contribute to local wealth and inclusion for all	% of FTEs paid at a decent wage (after 2 years of operation, in countries where legal minimum is either too low or non-existent)	100 % by 2027
	% of local SMEs among suppliers	20% of spending allocated to local SMEs by 2027
	# of beneficiaries of SUEZ inclusive structures and job inclusion programs	5,000 persons per year by 2027
	€ spent with inclusive structures (ie. employing vulnerable people; work reintegration facilities [ESATs] in France)	AUD spent employing vulnerable people \$28,007

SUEZ in ANZ

Key Policies and Frameworks

Our Ethics Charter supports the way we manage modern slavery risks across our operations and supply chain, reinforced through a suite of key policies and frameworks set out below.

Equal Employment Opportunities, Discrimination, Harassment and Bullying Policy

We are committed to creating a workplace where all employees are treated with dignity, courtesy and respect.

Grievance Procedure

We provide all employees with a clear and accessible process for raising and addressing grievances.

Inclusion Policy

Our local Inclusion Policy is aligned with the SUEZ Group Inclusion and Diversity Policy and is designed to foster an inclusive environment where diversity is encouraged and supported.

Flexible Work Policy

We offer flexible work arrangements to attract and retain diverse talent and to create a workplace that values all forms of diversity and contribution.

Whistleblower Policy

We encourage all employees to report concerns in good faith, including those related to human rights and modern slavery, through a safe and confidential process.

Risk Management

We set clear expectations for directors, management and employees in identifying and managing risks, underpinned by a structured approach aligned to the SUEZ Group's enterprise risk management system.

Employment Conditions

We ensure that employment conditions and wages for our employees exceed minimum legal standards, supporting fair, transparent and ethical workplace practices.

Procurement Framework

Our group Sustainable Purchasing Charter promotes a responsible supply chain by aiming to work with suppliers who commit to fundamental rights and the health and safety of workers. SUEZ expects suppliers to respect the SUEZ Group Ethics Charter and Human Rights Policy through the contract templates used. For example, we only engage labour hire using credible recruitment agencies. During 2025, modern slavery compliance requirements continued to be included in supplier onboarding and relevant standard contract templates.



Supplier Onboarding

As part of the onboarding of a new supplier, the Procurement Team, is responsible ensuring the supplier partakes in a detailed qualification process involving the following assessment criteria:

- Supplier proposal (competitiveness and clarity);
- Compliance with contractual conditions (which include requirements to comply with the Modern Slavery Act);
- Supplier references including safety records and ethical supply chain;
- Organisation and behaviour on site; and
- How the supplier manages safety.

Contractor HSE prequalification and monitoring

During 2025, physical contractors and service providers engaged to undertake operational work were subject to HSE prequalification through Rapid. Contractors were required to demonstrate compliance with applicable HSE standards, including evidence of HSE management systems, worker training and competency records, licences, insurances and incident management processes. The HSE prequalification questionnaire was updated during 2025 to provide more detailed contractor oversight requirements.

HSE monitoring activities during 2025 included contractor prequalification reviews, contractor onboarding and site induction requirements, task observations, inspections and audits, incident and hazard reporting, and escalation and corrective action management where issues were identified.

Training and awareness

During 2025, SUEZ in ANZ provided workplace behaviours and anti-corruption training through Talent Up. SUEZ also continued to provide HSE-related training and awareness for employees and, where required, contractors, including site inductions and mandatory safety training, incident reporting and escalation training, and toolbox and pre-start communications reinforcing safety expectations and behavioural standards.

Speaking up: Confidential reporting and support

We promote a strong “Speak Up” culture at SUEZ, encouraging employees and third parties to report any concerns, including potential modern slavery risks.

Reports can be made confidentially to our ethics team, where confidentiality is guaranteed, and protections are in place to prevent reprisals or discrimination against anyone acting in good faith.

If preferred, anonymous reports can also be made through the process outlined in our Whistleblower Policy. This policy sets out the framework for making confidential reports and ensures that all concerns are assessed fairly.

Grievances reported under this policy are reviewed by SUEZ in ANZ’s Ethics Officer, who may conduct or commission an independent investigation to ensure appropriate action is taken.

We also promote our Employee Assistance Program (EAP) as an additional support channel. The EAP provides confidential, external advice and assistance to employees across a range of issues, including workplace concerns, wellbeing and personal support.

Assessment of Effectiveness

In 2025, SUEZ in ANZ assessed the effectiveness of its actions to assess and address modern slavery risks through a combination of supplier, workforce, contractor and reporting-channel controls. This included review of supplier onboarding and contract controls, 2025 spend and category data, supplier risk indicators, HSE contractor prequalification and site-based monitoring, HR review processes, training activities, grievance and whistleblower channels and incident or escalation reporting.

For supplier-related controls, Procurement assessed effectiveness through standard supplier qualification processes, confirmation that modern slavery obligations continued to be included in standard contract templates, review of 2025 spend and category data, and identification of 129 Global-designated suppliers with more complex supply chains and higher inherent exposure. No supplier-related modern slavery concerns, complaints or incidents were identified in 2025 through centrally available information.

For contractor and site-based controls, HSE assessed effectiveness through contractor prequalification reviews via Rapid, contractor onboarding and site induction requirements, task observations, inspections and audits, incident and hazard reporting, and escalation and corrective action management. No HSE-related matters specifically linked to modern slavery risks were identified or raised through these processes during 2025.

For workforce-related controls, HR assessed effectiveness through review of employment practices, current HR policies, grievance channels, EAP availability, workplace reporting and training activities. Workplace behaviours and anti-corruption training were delivered through Talent Up in 2025. No employment-related modern slavery, labour exploitation, grievance or complaint issues were identified in 2025, and HR did not identify any operating effectiveness issues through its review process.

Having regard to these controls and the absence of identified incidents, complaints or escalations, SUEZ in ANZ considers that its 2025 controls operated effectively for the reporting period. **SUEZ in ANZ will continue to strengthen the consistency of its supplier and contractor assurance records as part of ongoing improvement in future reporting periods.**



Consultation across SUEZ

In preparing this statement, we worked closely with key stakeholders across the business to ensure our approach is informed, consistent, and credible. We engaged directly with our Human Resources, Health, Safety and Wellbeing, and Procurement teams, functions that manage day-to-day realities where modern slavery risks can emerge.

This collaboration helped us examine employment practices, welfare standards, and supplier risk profiles in detail. By combining insights from these teams, we've developed a more accurate picture of potential risks across our operations and supply chains.

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